Brigade S-1 Operations Course

Role of the Brigade S-1 Leadership

May 2016

Senior Leader Training Division
Adjutant General School

Terminal Learning Objective

ACTION: Communicate the Leadership Roles of the Brigade S1

CONDITIONS: Given classroom instruction and ATP 1-0.1 (G1/AG S1 Operations) and FM 1-0 (Human Resources Support).

STANDARD: Understand the essential and key tasks of the Brigade S-1 leadership.

Brigade S-1 Section

MISSION: Plan, coordinate, and execute Brigade-level (internal) Human Resources Support

Enduring Principles

- Anticipation
- Responsiveness
- Synchronization
- Timeliness
- Accuracy

2/1/10 13

HR PLANS AND OPERATIONS
1/1/1 3

BRIGADE S-1

O4 42H00 S-1
W2 420A0 HR TECH
E8 42A5O SR HR NCO

PERSONNEL READINESS TEAM
1/0/3 4

O2	42B00	STRENGTH MANAGER
E6	42A3O	HR SGT
E5	42A20	HR SGT
E4	42A1O	HR SPEC

- Personnel Readiness Management
- Personnel Accountability
- Strength Reporting
- Personnel Information Management
- Casualty Operations

HR SERVICES TEAM
0/0/6 6

E6	42A3O	HR SGT
E5	42A2O	HR SGT (2)

- Essential Personnel Services
- Postal Operations
- Morale, Welfare, and Recreation
- Command Programs
- Customer Service

Human Resources Core Competencies

Provide Human Resources Support

KEY FUNCTIONS

- **Man the Force (ART 4.2.1.1)**
  - Personnel Readiness Management (ART 4.2.1.1.1)
  - Personnel Accountability (ART 4.2.1.1.4)
  - Retention Operations (ART 4.2.1.1.5)

  The objective of Man the Force is to ensure the right people are in the right place with the right skills at the right time.

- **Provide HR Services (ART 4.2.1.2.)**
  - Conduct Casualty Operations

  The objective of Provide Human Resources Services is to deliver human resources support which directly impact a Soldier's status, assignment, qualifications, financial status, career progression, and quality of life which allows the Army leadership to effectively manage the force.

- **Coordinate Personnel Support (ART 4.2.1.3)**
  - Command

  The objective of Coordinate Personnel Support is to provide activities which contribute to unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and by providing recreational, social, and other support services for Soldiers, DOD Civilians, and

- **HR Planning and Operations (ART 4.2.1.4)**
  - Perform HR Planning (ART 4.2.1.4.1)
  - Operate Command (ART 4.2.1.4.3)

  Conduct HR Planning and Operations is the means by which an HR provider articulates HR operations (beginning to ending) to support the operational commander's mission requirements.

Primary Duties
Senior Human Resources Sergeant

LEADERSHIP DUTIES

- Supervise S-1 Section Operations
- Principle HR advisor to Brigade CSM
- Provide guidance to Brigade S-1 section NCOs and BN S-1 NCOICs
- Prepare S-1 Soldiers for deployment
- Conduct professional development and cross-leveling training for S-1 personnel
- Coach, teach, mentor, and advise CMF 42 NCOs and Soldiers
- Assist Brigade Strength Manager with enlisted PRM
- Supervise Personnel Accountability and Replacement Operations
- Coordinate Deployment Cycle Support

PROVIDE HR SERVICES

Review Semi-Centralized NCO Promotion Operations

Review NCO-ERs

Review appropriate Essential Personnel Services

Supervise Postal Operations for the unit and subordinate S-1s

HR PLANNING AND OPERATIONS

- Assist in the planning and coordination of HR support for current and future operations
- Ensure S-1 equipment is operational and coordinate external support, as required

COORDINATE PERSONNEL SUPPORT

Assist with Brigade MWR Support

MAN THE FORCE

Live the Army Values

You must, above all others, be TRUSTED by <u>the command team and the staff</u>

Primary Duties
Brigade Human Resources Technician

MAN THE FORCE

- Provide HR Technical oversight and guidance
- Personnel Information Management
- Personnel Automation Systems (PAS) Management
- Personnel Records Management
- Personnel Data Reconciliation
- Coordinate personnel requirements and assignment of unit personnel with AHRC
- Review and ensure regulatory guidance is applied and enforced

PROVIDE HR SERVICES

- Monitor Casualty Operations
- Monitor LOD Investigations
- Review HR personnel actions and Essential Personnel Services

HR PLANNING AND OPERATIONS

Provide HR input to operational plans and orders

ADDITIONAL DUTIES

- Coordinate with other HR Techs, G-1 sections and other external HR and financial management agencies
- Provide HR technical and systems training

You must, above all others, be TRUSTED by <u>the command team and the staff</u>

The Role of the AG Warrant Officer – 420A

- Honesty and Integrity
- Mission Dedication
- Technical Proficiency
- A Trusted Advisor
- Loyalty and Support
- Leadership
- Experience
- Professional at all times
- Live the Army Values

Primary Duties
Assistant S-1 / Strength Manager

MAN THE FORCE

- **Conduct strength management and personnel readiness**
- **Coordinate PRM with AHRC (MER, UA code, coding of IDES personnel, coding of personnel identified to deploy)**
- Supervise Soldier Readiness Processing (SRP) planning, coordination, and execution
- **Prepare personnel portion of the USR**
- Coordinate execution of Deployment Cycle Support
- Plan and coordinate Personnel Asset Inventories (PAIs)
- **Live the Army Values**

HR PLANNING AND OPERATIONS

- Prepare and provide HR support information to OPORDs and plans
- Coordinate external HR support requirements (HROB, G-1, etc.)

You must, above all others, be TRUSTED by <u>the command team and the staff</u>

Brigade S-1 (First 30 Days)

S.W.O.T. Analysis

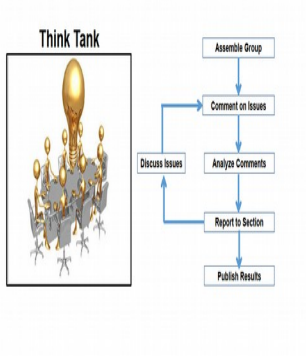
	HELPFUL (for your end state)	HARMFUL (for your end state)
INTERNAL (inside of the organizatio	**Strengths** ▪ _____ ▪ _____ ▪ _____ ▪ _____	**Weaknesses** ▪ _____ ▪ _____ ▪ _____ ▪ _____
EXTERNAL (outside of the organizatio	**Opportunities** ▪ _____ ▪ _____ ▪ _____ ▪ _____	**Threats** ▪ _____ ▪ _____ ▪ _____ ▪ _____

S-1 METL Crosswalk

Sustainment Brigade METL

Conduct Mission Commar 5.0)
Provide Logistics Suppor 4.1)
Conduct Joint, Recept Staging, Onward Move and Integration (OP 1.
Provide Human Resou Support (ART 4.2.1
Conduct Area Base Sec Operations (ART 6.5

Think Tank



Making A Transition to Leadership

When people first take up the reins of leadership in their organizations, a number of changes take place. Among them is a change in how the leader relates to those who report to him or her. I call this the *Relationship Shift*…not very original but there it is.

For instance, as individual contributors, we often develop relationships with our co-workers, many of whom may actually become our friends. We tend to select the people with whom we become close. We become involved in their lives. They become involved in ours. And the balance of power between us tends to remain reasonably level.

Promotion to a leadership role changes all that. In fact, a promotion to a leadership role *demands* the establishment of a professional distance between the leader and those who work under his or her supervision if it is going to be effective.

If you are a new leader, this does not mean that you must isolate yourself from the people who work with you, far from it. It *does* mean though that the relationships you develop must transcend your personal feelings about the people in your work group and expand to include an impartiality that allows you to make appropriate decisions and get the work done.

This shift in relationships is not a one-way street. **With promotion to a leadership role comes a change in the balance of power.** People who were once peers become, (organizationally speaking), subordinates and that means that you will have some influence over areas of their working life that you previously did not. **They will be looking for evidence that they can trust you with that.** And they will expect you to be fair about it. So, you may not be invited to lunch as you once were. And if you are, you should consider the wisdom of accepting.

The up side to this (and there's always an up-side) is that **as a boss, you will have opportunities to build new relationships with not only those who work for you but with a new set of peers. One of the crucial roles of a leader is to build relationships across a variety of lines of work. This allows for easier communication, collaboration between and among people and an opportunity to learn new things from a variety of perspectives. And that's a good thing.**

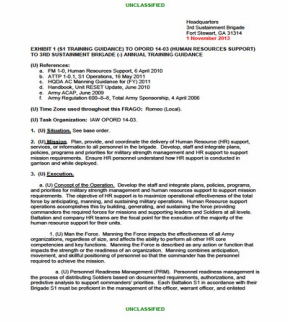
So while you may initially feel the loss of your previous working relationships, there is a bigger world out there for you to explore.

So, when you first became a leader, how did *your* relationships change? What did you have to get used to? What surprised you? If you are a leadership veteran, what advice would you give new leaders?

S-1 METL

n the Force RT 4.2.1.1)
Human Resources Services RT 4.2.1.2)
Personnel Support RT 4.2.1.3)
Human Resources g and Operations RT 4.2.1.1)

Annual Training Guidance


UNCLASSIFIED

Headquarters
3rd Sustainment Brigade
Fort Stewart, GA 31314
1 November 2013

EXHIBIT 1 (S1 TRAINING GUIDANCE) TO OPORD 14-03 (HUMAN RESOURCES SUPPORT) TO 3RD SUSTAINMENT BRIGADE (-) ANNUAL TRAINING GUIDANCE

(U) References:
a. FM 1-0, Human Resources Support, 6 April 2010
b. ATTP 1-0.1, S1 Operations, 16 May 2013
c. HQDA AC Manning Guidance for (FY) 2011
d. Handbook, Unit RESET Update, June 2010
e. AR 600-8-22, Awards
f. Army Regulation 600-8-6, Total Army Sponsorship, 4 April 2006

(U) Time Zone used throughout this FRAGO: Romeo (Local).

(U) Task Organization: IAW OPORD 14-03.

1. (U) Situation. See base order.

2. (U) Mission. Plan, provide, and coordinate the delivery of Human Resource (HR) support, to ensure the readiness of personnel in the brigade. Develop, staff and integrate plans, policies, programs and priorities for military strength management and HR support to support mission requirements. Ensure HR personnel understand how HR support is conducted in garrison and while deployed.

3. (U) Execution.

a. (U) Concept of the Operation. Develop the staff and integrate plans, policies, programs, and priorities for military strength management and HR support to support mission requirements. The objective of HR support is to maximize operational effectiveness of the total force by anticipating, manning, and sustaining military operations. Human Resource support operations accomplishes this by building, generating, and sustaining the force providing commanders the required forces for missions and supporting leaders and Soldiers at all levels. Human Resource Support is the Army's focus and the focal point for the execution of the majority of the human resource support for their units.

1. (U) Man the Force. Manning the Force impacts the effectiveness of all Army organizations, regardless of size, and affects the ability to perform all other HR core competencies and key functions. Manning the Force is described as any action or function that impacts the strength or the readiness of an organization. Manning combines anticipation, movement, and skillful positioning of personnel so that the commander has the personnel required to achieve the mission.

a. (U) Personnel Readiness Management (PRM). Personnel readiness management is the process of distributing Soldiers based on documented requirements, authorizations, and predictive analysis to support commanders' priorities. Each Battalion S1 in accordance with their Brigade S1 must be proficient in the management of the officer, warrant officer, and enlisted

UNCLASSIFIED

Primary Duties

MAN THE FORCE

- Maintain direct coordination and communication with AHRC, Division G-1, and other Brigade S-1s
- Coordinate, integrate and execute Deployment Cycle Support
- **Manage the Personnel Readiness of the organization (your SHARE OF THE TASK)**

COORDINATE PERSONNEL SUPPORT

- Advise the command team on health, welfare, and morale of all Soldiers assigned to the unit
- Plan FRG meetings
- Plan Town Halls prior to deployments
- Get your command team involved in garrison activities

PROVIDE HR SERVICES

- Manage Profiles
- Review all evaluations requiring the command team's signature
- Review all awards

HR PLANNING AND OPERATIONS

- Plan, coordinate and execute HR support for current and future operations (issue Annual Training Guidance)
- Coordinate with other staff sections and G-1/AG sections

You must, above all others, be TRUSTED by <u>the entire command</u>

Essential Tasks

An essential task is a specified or implied task that must be executed to accomplish the mission.

- **Know and protect your boss and the command team**
- Know and trust the team
- Utilize the experience and knowledge of the ENTIRE team
- Communicate with the Army Human Resources Command (i.e.. Account managers and Assignment officers, the G-1, the HROB, other Brigade S-1 teams
- **Never compromise a standard**
- Communicate the difference between: Commitment vs. Compliance
- **Build relationships with people throughout the command (company through brigade)**
- Develop your Strength Manager, your Battalion S-1s, and Platoon Leaders (if in a Sustainment Brigade)
- **Live the Army Values**

Key Tasks

Key tasks are those activities the team must perform as a whole to achieve the desired end state.

- Physical Training
- Manage Human Resources Support
- Provide command team with PERSTAT (3’ 5” card)
- Profile Management
- Officer Management
- Command and Staff (twice per month)
- S-1 Think Tank / Training
- Review Status of Personnel Actions and Evaluations
- PRR: S-1s / Company Executive Officers
- Review strength reporting
- Review personnel strength (MOSI)
- **Sponsorship Management**
- Conduct USR
- Review PRM status
- Review Monthly Reports

- Award / Promotion Ceremony (read where the Command Team presents)
- Hail and Farewells (As needed)
- Input to QTB / QTG
- QNSR (Quarterly Narrative Statistical Report)
- Review Update Annual Training Guidance (issue FRAGORD)
- SRP

Additional Duties (not all inclusive)

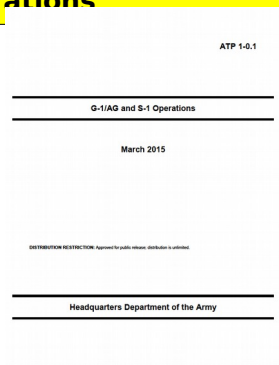
Typical Additional Duties assigned to the S-1

- Voting/Tax Assistance Officer
- CFC/AER
- Unit Funds (Cup and Flower, Regimental, etc.)
- Protocol/JVB
- US Citizenship
- DA Form 6
- Congressional Inquires
- Appointment Orders
- Sponsorship program
- ESGR (RC)
- USERRA (RC)
- Civil Support (ARNG)

Staff Coordination duties

- Chaplain
- SJA
- IG
- PAO
- Surgeon
- HROB
- **Unit Administrator/Readiness NCO (RC)**
- **Mobilizations Station Liaisons (RC)**
- **ARNG / USARC Liaisons serving in the ASCC**
- CPO
- EO
- Safety
- **Career Counselor**

ATP 1-0.1: G-1/AG S-1 Operations


ATP 1-0.1
G-1/AG and S-1 Operations
March 2015
DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.
Headquarters Department of the Army

Recommended Books

Terminal Learning Objective

ACTION: Communicate the Leadership Roles of the Brigade S1

CONDITIONS: Given classroom instruction and ATP 1-0.1 (G1/AG S1 Operations) and FM 1-0 (Human Resources Support).

STANDARD: Understand the essential and key tasks of the Brigade S-1 leadership.

OPERATION SPARTAN SHIELD
OPERATION INHERENT RESOLVE
OPERATION ENDURING FREEDOM
OPERATION RESOLUTE SUPPORT
2014 3RD SUSTAINMENT BRIGADE 2015
HEART OF THE ROCK